

F16.

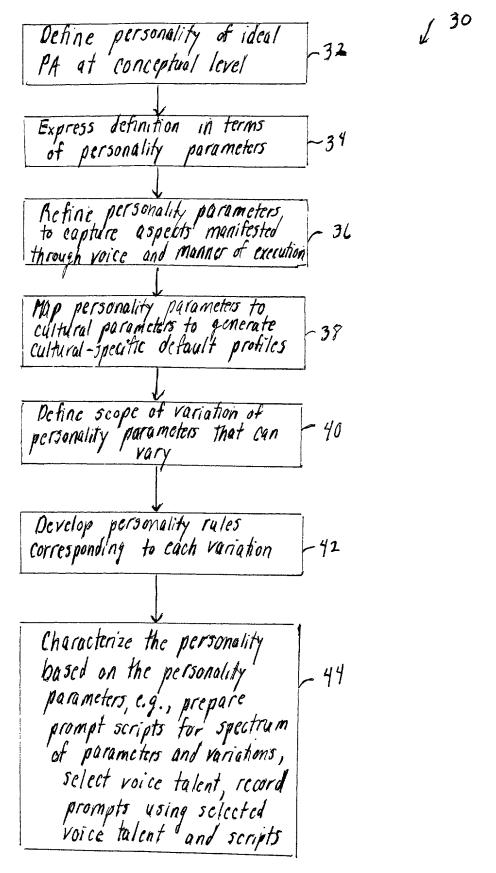


FIG. 2

BIG FIVE	CORRESPONDING 16PF	VARIABILITY
DOMAIN	FACTORS	
conscientiousness	Factor Q3: personal organization/efficiency/consistency Factor G: rule consciousness	-Hold Factor Q3 constant at a high level -Vary Factor G with subscriber level
Emotional stability	Factor C: calmness when coping with life's demands/resilience Factor O: self-criticism Factor Q4: physical tension	-Hold Factor C constant at an average level for resilience but vary for calmness (control of emotional expression) -Vary Factor O - Vary Factor Q4 with regard to sense of urgency/pace of working
agreeableness	Factor E: assertiveness Factor L: vigilence/cynicism	-Where subscriber level of Factor E differs from cultural norm, set level of PA towards opposite pole -Hold Factor L constant at a low level
extroversion	Factor Q2: self-reliance Factor A: warmth Factor F: liveliness and excitement seeking Factor H: level of ease in social situations Factor N: privateness	-Hold Factor Q2 constant at a low level -Vary other factors
openness	Factor Q1: openness to change Factor M: focus of attention Factor I: subjectivity	-Vary Factor Q1 with subscriber level -Hold Factor M constant at an average level -Vary Factor I with subscriber level
	Factor B: reasoning ability	-Hold Factor B constant at a high level

VARIABLE	SUBSCRIBER	PA LEVEL	RATIONALE
16PF FACTOR	LEVEL		
Factor G:	High	High	While some cultures may value
Rule-	Medium	Match to	expediency over 'going by the
consciousness		norm	book', too low a level in the PA
	Low	Medium	may prevent efficiency of task
			accomplishment.
Factor O:	High	High	The Factor O construct is limited
Self-criticism	Medium	Match to	to the expression of self-
		norm	deprecatory comments (which
	Low	Low	may include type of humor used)
			or the absence of self-
			congratulatory remarks as
			opposed to reflecting a more
			deeply rooted lack of faith in one's ability.
Factor Q4:	High	High	Too low a level of time urgency in
Sense of time;	Medium	Match to	the PA may detract from PA
urgency		norm	efficiency or capacity to increase
	Low	Medium	the subscriber's efficiency.
Factor E:	High	Low	Generally, the level of
Assertiveness	Medium	Match to	assertiveness in the PA should be
		norm	towards the opposite pole of the
	Low	High	subscriber's level.
Factor A:	High	High	
Warmth	Medium	Match to	
	Low	norm Low	
Factor F:	High	High	Too low a level of liveliness would
Liveliness	Medium	Match to	manifest as a level of caution and
	1.10uxum	norm	lack of enthusiasm which would
	Low	Medium	negate success in the PA role
Factor H:	High	High	The low level corresponds to a
Social confidence	Medium	Match to	timid style indicative of humility,
		norm	which is valued in some cultures.
	Low	Low	
Factor N:	High		Factor N depends on the
Privateness	Medium	Match to	subscriber's level of Factor A. A
	Low	norm	high Factor A level suggests a
	LOW		subscriber may be more inclined
			to draw out personal information from others than to self-disclose.
Factor Q1:	High	High	mon others than to sen-discluse.
Openness to	Medium	Match to	
change	vaiviii	norm	
. 9	Low	Low	
Factor I:	High	High	
Subjectivity	Medium	Match to	
		norm	
	Low	Low	

Source Trait, (16PF)	Surface traits relevant to PA context
Factor A: Warmth	Level of informality
	use of first names vs. use of titles and
	surnames
	■ Use of informal language
	Expressed curiosity about subscriber as a
	person
	Expressed affection/caring for subscriber
Factor Q2: Self Reliance/ Team Orientation	Globally fixed: PA is by definition a team
	operator, responding to the needs of the
	subscriber - being there for the subscriber
Factor F: Liveliness	Cheerfulness of voice as manifest in tone
	and pace
	Use of humor and type of humor used
	Latency of responses
Factor H. Social Confidence	Evident Shyness
Factor N: Privateness/Diplomacy	Getting right to the point
	Level of self-disclosure
Factor E. Level of Assertiveness	Taking the initiative vs. being responsive
	in both speech and action
Factor O: Apprehension/Self-esteem	Degree of seif-effacement
Factor L. Degree of trust	Degree to which accepts people as
	genuine and sincere
Factor I: Sensitivity	Degree to which focuses on facts rather
	than gut feelings when arriving at
Factor M: Abstractedness	judgements
Factor M. Abstractedness	Balance between responding to immediate
	practical needs and keeping a focus on
Feeter Of Consequence to about	the broader loner term view.
Factor Q1 Openness to change	Comes up with new ideas; ways of
Factor Q3. Perfectionism	improving how things are done  Personal Organisation
raciol (23, reliectionisti)	Time horizon for planning ahead
	Focus on sticking to schedule
Factor G. Rule Consciousness	Focus on adhering to rules vs. being
ractor G Rule Consciousness	Focus on adnering to rules vs. being expedient.
Factor Q4: Physical Tension	Sense of time urgency
Factor C: Emotional Stability	
Factor B Intellectual Ability	Potential to learn

16PF	Cultural	Surface traits
Factor	Definitions PD	Use of first names
A	PD + TA + UA	Use of informal language
	PD + C or PD +	Expressed curiosity about subscriber at a personal level
	IDWC	Expressed duriosity about substitute at a portablishing.
	F/M or IDWC	Expressed affection/caring
Q2		Operates as part of a team
F	I/L + IDWC	Cheerfulness of voice-tone
		Use of humor; witticisms, plays on words
-	`	Use of humor; jokes at subscribers expense
		Use of humor; jokes at own expense
	I/L + Har/Cla + iDWC	Latency of response
Н	Har/Clar	Evident shyness
Ν	Low/High Context + Individualistic	getting right to the point
	PD + Specificity	self-disclosure
E	Individualism vs Collectivism Initiating vs. Listening	Taking initiative in speech and action vs responding to others
0	Har/Clar	self-effacement
L		Degree to which questions motives of others
1	F/M, (Data Driven @ low end)	Degree to which focuses on facts rather than feelings
M		to what needs to be done while still keeping the broad view in mind
Q1	IDWC	Comes up with ways of improving how things are done
Q3		Degree to which Wildfire is personally organized
	FTO + UA	plans ahead
	UA + LA/Ma	keeps to schedule
G	PD + I/C +UA	goes by the book vs. is expedient
Q4	I/C	Sense of time Urgency
С	A/N or Expr/Res + (F/M)	Emotional Control
8	IDVWC	Potential to Learn

FIG. 6

	<b>0</b> (Typical level is at	50: C (most people in	50: VI (There is a high level of individual	VT (The characteristic is likely to vary	100 (Typical level is at right pole)
Surface Truit	left pole)	the population show a level which is between high and low)	variation in this characteristic))	over time)	at right point,
Use of formal title when addressing others	Use of first names or nick-names is atways acceptable	Use of first names or nick names may sometimes be acceptable depending on for example age/status/gender	First names may be preferred by some individual subscribers but not others	First names may be acceptable as relationship with subscriber develops	Use of first names or nick names is never acceptable
Use of informal language	Informal language is part of the cultures typical style of expression	Informal language is acceptable in some contexts	A formal style of expression may be preferred by some subscribers but not others	The style of expression may become less formal as the relationship develops	Style of expression is always formal.
Expressed curiosity about the subscriber as a person	Questions about the subscriber's personal life and interests are unacceptable	Specific questions may be asked at specific times - e.g. What are your plans for the weekend? Or when National sponing events occur; "Are you a fan of baseball?"	The degree to which it is acceptable to express curiosity about the subscriber's personal life and interests will vary across subscribers	The degree to which it is acceptable to express curlosity about the subscriber's personal life and interests will increase as the relationship develops	A high degree of expressed interest in the subscriber's personal life and interests is expected
Expressed affection/canng for the subscriber	Does not express affection or respond at a feelings level to the subscriber; does not show empathy with feelings	A medium level of expressed affection, responds to some degree at a feelings level	Acceptable level varies across subscribers	Level increases as the relationship develops	Expressions of affection and caring are expected. Wildfire responds with empathy to any feelings expressed by subscriber
Cheerfulness as manifest in tone and pace of voice	Monotone and slow paced but note that 0 is globally excluded on this characteristic	Varied use of intonation and average pace	May vary from 50 to 100 across subscribers	May vary from 50 to 100 over time	Lively tone and fast pace
Use of humor	No humor used	Some types of humor used sometimes but others not used at all	Some types of humor acceptable to some subscribers within culture	Types and frequency of humor acceptable vary over time	All kinds of humor acceptable and expected
Latency of responses	No response or silence may be expected at times	Response latency is low but Wildfire never interrupts the subscriber			Conversational overlap occurs frequently between Wildfire and the subscriber
Evident shyness	Timid	Reasonably confident manner			Highly socially confident
Getting right to the point	Talks around issues, avoids giving definitive opinion				Gives definitive opinions

Surface Trait	0	50: C	50: VI	VT	100
Level of self-disclosure	Does not talk about self; avoids answering personal questions	Will answer personal questions when asked but does not voluntarily disclose			Voluntarily discloses information about self
Seif Effacement	Highly modest and humble, makes self- critical comments	Is realistic about self; admits to faults but does not put self down			Low modesty Does not humble self Speaks positively about self.
Sensitivity	Data oriented separates facts from feelings, is not influenced by gut feeling; is objective and logical	Separates facts from feelings but takes account of both.			Operates according to gut feeling and subjective impression
Openness to Change	N/A	NA	Matches pace of change to that of the subscriber	N/A	N/A
Time nonzon for planning ahead	Short term planning	Medium term planning			Long term planning
Focus on sticking to schedule	Changes plans according to immediate demands	Sticks to schedule but not rigid; able to respond to unexpected demands			Rigidly adheres to schedule
Focus on adhering to rules vs. being expedient	Goes by the book	Willing to bend rules where it helps to achieve results			Sees rules as obstacles to be circumvented
Sense of time urgency	Unhurried pace of working	30.000			Fast pace of working; highly driven
Emotional Stability	Affective/ reactive/expressive				Neutral, reins in expression of emotions

FIC. 7 (contit.)

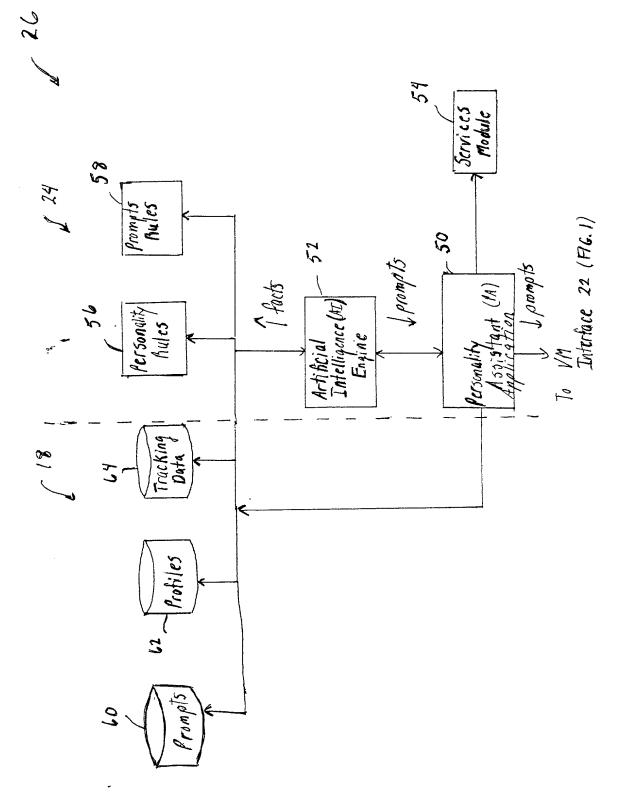


FIG. 8

